X Responsibilities Kit (Green)

- Seek clarity about the goals of the intervention.
- Are clear about the support they need from the sponsor and are willing to ask for what they need to succeed.
- Seek clarity for themselves where and when confused.
- Take initiative to bring clarity to others.
- Stimulate the thinking and action of sponsors and implementers.
- Facilitate sponsor(s) and implementer(s) conversations.
- Promote a strong proactive sponsor/implementer relationship.
- Promote acute anxiety versus chronic anxiety by pointing out where alignment is not in place.
- Let sponsors know their perspectives and reactions quickly.
- Share their expertise in a timely and effective manner.
- Help bring in outside expertise if it is needed.
- Stay well connected to key people in the project or change action.
- Facilitate and assist others in problem solving. They do not solve problems for others.
- Manage their own anxiety, reactivity, and vulnerability in ways that calmly help sponsors and implementers face their own challenges.
- Resist the temptation to over-function.
X Responsibilities Kit (Pink)

- Identify needs/opportunities for results and/or alignment.
- Talk to the right person to leverage sponsorship. Get into the sponsor’s shoes – show in their own words that they understand the sponsor’s position.
- Link their ideas to the sponsor’s goals and aspirations.
- Invite the sponsor to think about the cost of the status quo.
- Create an invitation to hear their ideas. Find out if the sponsor is interested in their thinking.
- State the sponsor’s position in non-blaming ways. Offer attractive options that speak to the sponsor’s interests, goals and concerns.
- Find out the sponsor’s response to their thinking and initiative.
**X Responsibilities Kit (Yellow)**

- Clarify the purpose and goals of the intervention. They need to know what problem the intervention is designed to solve.
- Identify and communicate issues and concerns in a non-blaming way when they learn about the implementation.
- Provide sponsors with information about issues that might block or impede success.
- Ask for what they want and need to be successful.
- Seek clarity where and when they are confused.
- Take initiative to bring clarity to others.
- Contribute ideas throughout the implementation of the intervention. It is especially important that they contribute ideas about how to sustain the intervention.
- Carry out the assignments they are given regarding implementation of the intervention.
- Monitor their individual and collective implementation efforts.
- Ask for and be open to feedback on their individual and collective efforts.
- Participate in problem solving when issues arise at any point in the implementation process.
- Talk to, not about, others relative to the intervention.
X Responsibilities Kit (Blue)

- Communicates a clear vision, direction and goals for the intervention, the change goal and the problem this intervention is supposed to solve. This responsibility is base in authority.
- Has the ability to be clear and stay in a relationship with key organizational members, i.e., can get into their frame of reference, elicit and listen to implementers’ needs and concerns while not letting go of his/her vision, direction and goals. This responsibility is based in relationship.
- Understands (and seeks to understand) the organizational impact of the change goal and the intervention.
- Understands (and seeks to understand) the human impact of the change goal and the intervention.
- Understands and communicates the scope of the change goal and the intervention.
- Is committed to providing necessary resources.
- Is publicly and privately supportive and reinforcing.
- Is able and willing to deliver consequences, both positive and negative.
- Monitors status and activities related to the intervention and the change goal.
- Is able to remain tenacious and resilient in light of personal, political and organizational costs. She/He is in it for the long haul.
- Insists on clarity of decision-making authority, change management roles and responsibilities on all key projects.
- Insists on feedback loops during all phases of implementation.
- Builds and supports communication and involvement mechanisms.
- Provides training to key personnel needed to accomplish the goal.
- Is clear about “tight and loose.” He/She is explicit about the non-negotiables relative to the intervention and the change goal.